

Security 5

With reference to Colonel White's
discussion at the Staff Meeting on 25
April concerning responsibility of super-
visors, there is attached for your reten-
tion a copy of ^{the} a memorandum which was
issued on 21 October 1960.

151

EA-DD/S

7D18

Hdqts

6535

EA-DD/S:CEB:jas

Distribution:

- 1 - Ea Office Head &
Staff Chief w/cy DD/S ⁶⁰⁻³²¹⁵⁻ ~~60-3215-~~
- 1 - DD/S Chrono w/o att ⁶⁰⁻³²¹⁵⁻ ~~60-3215-~~
- 1 - DD/S Subject w/cy DD/S ⁶⁰⁻³²¹⁵⁻ ~~60-3215-~~

⁶⁰⁻³²¹⁵⁻ DD/S ~~60-3215-~~: Memo dtd 21 Oct 60 to DD/P, DD/I, DD/S, & IG from Allen Dulles,
subject: "Security of Employees"

S-E-C-R-E-T

DD/P 6-5578

21 October 1960

MEMORANDUM FOR: Deputy Director (Plans)
Deputy Director (Intelligence)
Deputy Director (Support)
Inspector General

SUBJECT: Security of Employees

1. The recent defection to the Soviets of two NSA employees has led me to direct a thorough review of our own security practices despite the fact that we had no responsibility for the security procedures in this particular case. The damage to intelligence has been very real.

2. Incidents of this nature do not just happen. Either the defecting individual has been a long-time penetration or he has reached a crisis in his life which causes him to take such an irrevocable step. In either case there would be signs or clues which would indicate to an alert supervisor that a problem with the employee exists. In the latter case involving an apparently normal employee, the action would usually be the result of a long build-up of imagined or real resentments, dissatisfactions, or by an incident of wrong-doing which the employee feels may be discovered. There would be an element of emotional instability involved which would cause the employee to avoid facing the facts.

3. I wish to have it most forcefully impressed on every supervisor at every level that it is his responsibility to know his people and to be alert to detect and find solutions to their problems. If such problems cannot be handled in the normal administrative and supervisory process, the case should be made known to the Deputy Director concerned who should, in consultation with other appropriate officials such as the Inspector General, the Directors of Security and Personnel, and the Chief, Medical Staff, ensure that such problems are handled in such fashion as to minimize the risk to the Agency or undue harm to the career of the employee. Any situation where an employee is dissatisfied, antagonistic, shows indications of instability, or appears to be under some form of personal pressure should be carefully considered and reported. In most cases the employee simply needs advice and help. Early action in such cases can prevent the problem from reaching a crisis stage, whereas inattention and lack of action might permit the situation to develop to serious proportions resulting in harm to the career of the employee and to the Agency.

S-E-C-R-E-T

-2-

4. The unexplained absence or failure to report to duty by an employee is a matter of real concern and should be referred immediately to the Office of Security and the Office of Personnel, who shall keep the Inspector General appropriately informed. Each supervisor should take such measures as are feasible to keep advised of the whereabouts of his people at all times. More detailed guidance on this point should be worked out and coordinated by each of the Deputies, taking account of the particular problems each Deputy may have.

5. This memorandum should not be considered in any way as a reflection on the loyalty and integrity of Agency employees in whom I have every reason to have confidence. We must face the fact, however, that our employees do have personal problems and that the very nature of Intelligence sometimes prevents or deters the employee from seeking and obtaining normal advice on these problems. It is only by careful supervision that we can detect employees' problems and offer timely advice and assistance.

6. The Deputies are responsible for bringing this memorandum to the attention of all supervisors who will formally acknowledge familiarity with its contents.

ALLEN W. DULLES
Director

25X1A

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-2-

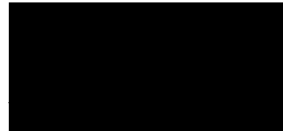
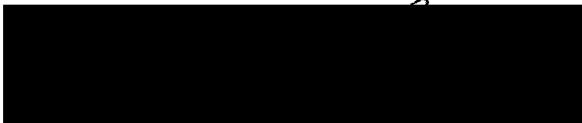
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ALLEN W. DULLES
Director

STATINTL



STATINTL
Nov 8, 1960

SECRET

TRANSMITTAL SLIP

26 October 1960

DD/I, DD/P, EO-DCI
and IG

Attached are _____ copies of the
Director's memo dtd 21 October 1960
on "Security of Employees" numbered
_____ to _____.

You will recall that at the Deputies'
Meeting on 19 October 1960 it was agreed
that in order to maintain control of this
memo it will be circulated by numbered
copies to all supervisors, each copy to
be returned to the point of origin and
accounted for.

After these copies have been brought to
the attention of your supervisors and formally
acknowledged as having been read by them,
please return all copies to this Office.

(signed)

Acting Deputy Director (Support)

123

East

8885

EA-DD/S:CEB:bjf

Distribution:

Orig - Ea Adse w/atts

1 - DD/S Chrono

✓ 1 - DD/S Subject

DD/S 60-3215 Memo dtd 21 Oct 60 to DD/P, DD/I, DD/S, and IG, subj: "Security of
Employees."

Copies Distributed:

DD/I

DD/P

DCI

IG

SECRET

TRANSMITTAL SLIP

26 October 1960

Ea DD/S Office Head & Staff Chief

Attached are _____ copies of the
Director's memo dtd 21 October 1960
on "Security of Employees" numbered
_____ to _____.

After these copies have been
brought to the attention of your super-
visors and formally acknowledged as
having been read by them, please
return all copies to this Office.

(signed)

Acting Deputy Director (Support)

123

East

8885

EA-DD/S:CEB:bjf

Distribution:

Orig - Ea Adse w/atts

1 - DD/S Chrono

✓ 1 - DD/S Subject w/att

DD/S 60-3215 Memo dtd 21 Oct 60 to DD/P, DD/I, DD/S, and lg fr the DCI, subj:
"Security of Employees."

Copies Distributed:



SECRET

25X1A

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-2-

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ALLEN W. DULLES
Director

cc: DDCI
D/Pers
D/Security
Executive Officer, DCI
C/Medical Staff
Colonel Grogan
Cable Secretariat

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TRANSMITTAL SLIP		DATE 26 October 1960
TO: Mr. Lloyd		
ROOM NO.	BUILDING	
REMARKS: Recommend <u>12</u> signatures.  CEB		
FROM:		
ROOM NO.	BUILDING	EXTENSION



FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

☆ GPO : 1957 - O - 439445

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TRANSMITTAL SLIP		DATE 23 October 1960
TO: Gates		
ROOM NO.	BUILDING	
REMARKS: I think that the attached is self-explanatory. At the Deputies' Meeting I undertook to find out from the Deputies how many copies they wanted and to have them duplicated and delivered to them so that they could, in turn, control the distribution. This is the reason for having them all numbered so that they can be accounted for and controlled. Would you please go ahead with this matter during my absence. 		
FROM:  LKW		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED

GPO : 1957-O-439445

(47)

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STATINTL

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED CONFIDENTIAL SECRET			
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	INITIALS	DATE
1	Deputy Director (Support)		
2			
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>Pursuant to the discussion at the Deputies Meeting on 19 October, the attached memorandum has been revised. Please destroy all copies of the memorandum previously signed by the DCI on this subject dated 13 October 1960.</p> <p>In order to maintain control of this memorandum, you will recall it was agreed to circulate it by numbered copies to the supervisors and that these copies will be returned to the point of origin and accounted for.</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
[REDACTED] Executive Officer			19 Oct 60

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Do not retire
or destroy.

Bring forward to
current year.

Wtm
6/28/62